United Nations A/59/373

General Assembly

Distr.: General
20 September 2004

Original: English

Fifty-ninth session
Agenda items 108 and 118

Programme budget for the biennium 2004-2005

Report of the Secretary-General on the activities of the Office of Internal Oversight Services

Report of the Office of Internal Oversight Services on the review of the operations and management of United Nations libraries

Note by the Secretary-General*

1. Pursuant to General Assembly resolutions 48/218 B of 29 July 1994, 54/244 of 23 December 1999 and 58/270 of 23 December 2003, the Secretary-General has the honour to transmit, for the attention of the General Assembly, the attached report, conveyed to him by the Under-Secretary-General for Internal Oversight Services, on the review of the operations and management of United Nations libraries.

2. The Secretary-General takes note of the findings and generally concurs with the recommendations made in the report, which will contribute to more comprehensive cooperation among United Nations libraries and to increased efficiency of their operations.

* The present report could not be submitted prior to the deadline because the review had not been concluded at that time.

04-51808 (E) 131004

Report of the Office of Internal Oversight Services on the review of the operations and management of United Nations Libraries

Summary

In compliance with the request of the General Assembly, as contained in its resolution 58/270, the Office of Internal Oversight Services (OIOS) conducted a review of the operations and management of United Nations libraries from March to May 2004. The objective of the review was to assess the staffing requirements for United Nations libraries in the light of technological advances in the delivery of information services. The review focused on the Dag Hammarskjöld Library (DHL) and the Library of the United Nations Office at Geneva (UNOG Library), which in the aggregate account for 75 per cent of the staff of United Nations libraries. OIOS also surveyed six other United Nations libraries to determine the level of their automation and the scope and nature of their operations.

An accurate assessment of the staffing requirements of United Nations libraries is not possible at this stage because the libraries have not fully adapted their operations to the use of advanced technologies and the Internet. DHL and the UNOG Library have already implemented state-of-the-art automation systems and have begun providing electronic access to their bibliographic databases to users throughout the world. However, most of the other libraries generally lag behind in introducing more advanced technology in their operations owing to their small size and budgetary constraints. A comprehensive automation strategy that encourages harmonization and resource-sharing would ensure quicker and more efficient implementation of advanced technology by the other libraries in the United Nations system.

Under new management, DHL is moving its focus from "collections to connections", where libraries act as facilitators rather than gatekeepers of information and knowledge. This new approach, if adopted by all libraries, will require them to redirect their activities in order to better organize and disseminate the information.

In 2003, the UNOG Library completed a massive retrospective conversion of its old card catalogues and is now considering the acquisition of digitization capability in order to begin transferring older documents to electronic formats. DHL currently uses large staff resources for digitization, retrospective conversion of old card catalogues and indexing of pre-1979 documents. This process should be treated as a separate project with a time frame and resources.

The weakness of the performance management systems also impeded an assessment of staffing requirements of United Nations libraries. Common workload and productivity standards and data that could be used to assess the staffing requirements were not properly developed. The review identified large disparities in productivity levels between DHL and the UNOG Library, which indicate the need for harmonization of working methods and performance management.

The establishment of the Steering Committee for the Modernization and Integrated Management of United Nations Libraries in 2003 under the leadership of

the Department of Public Information was a major step towards implementing a more comprehensive United Nations library policy and organization. In the view of Office of Internal Oversight Services, the Steering Committee can be entrusted with the preparation of a new United Nations library policy, which should be considered and approved by the General Assembly. In order to achieve its goals, the Steering Committee needs to prepare a timetable for expected results in its action plan. The action plan should be supported with necessary resources. The libraries of the United Nations specialized agencies should be invited to participate in the work of the Steering Committee in order to attain a more comprehensive modernization and integration of the United Nations libraries.

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I. Introduction

1. In compliance with the request of the General Assembly contained in its resolution 58/270, the Office of Internal Oversight Services (OIOS) conducted a review of the operations and management of United Nations libraries from March to May 2004. The objective of the review was to assess the staffing requirements for United Nations libraries in light of technological advances in the delivery of information services. The audit focused on the Dag Hammarskjöld Library (DHL) and the Library of the United Nations Office at Geneva (the UNOG Library), which in the aggregate account for 75 per cent of staff resources of the United Nations libraries.[1] The table below shows the approved staff levels of the United Nations libraries for the biennium 2002-2003. It includes the United Nations Yearbook Section (11 posts), which administratively reports to DHL, but which does not perform library-related functions.

Library	*D-1/2*	*P-5*	*P-4/3*	*P-2/1*	*GS/LL*	*Total*	*%*
DHL	1	4	29	19	61	**114**	**53**
UNOG	1	2	6	10	29	**48**	**22**
UNON	0	0	0	1	1	**2**	**1**
ECA	0	0	2	1	10	**13**	**6**
ECLAC	0	0	1	3	10	**14**	**7**
ESCAP	0	0	1	1	10	**12**	**6**
ESCWA	0	0	1	0	4	**5**	**2**
ICTR	0	0	1	4	2	**7**	**3**
Total	**2**	**6**	**41**	**39**	**127**	**215**	**100**

2. The review included interviews with staff and management, workload and productivity analyses and reviews of pertinent documents maintained by DHL and the UNOG Library. OIOS also surveyed six other United Nations libraries to determine the level of their automation and the scope and nature of their current operations. The draft report was discussed with officials of the Department of Public Information and the UNOG Library. Their comments are identified in italics in the present report.

3. While the review was in progress, the Department of Public Information appointed a new Head Librarian of DHL. UNOG had appointed a new Head Librarian of its library a year earlier. Both DHL and the UNOG Library, under new management, are increasing their efforts to identify more opportunities for using advanced technologies. There are plans at DHL and UNOG to move from focusing on *collections to connections*, where libraries act as facilitators rather than gatekeepers of information and knowledge. UNOG initiated a strategy that puts emphasis on providing enhanced services to the Library's institutional core users.

4. DHL informed OIOS that *the new approach would require all libraries to redirect their activities in order to better assist the Secretariat in the organization, use and dissemination of the information. Consequently, that would impact staffing requirements, staff levels, training and development.*

II. Organization of United Nations libraries

5. The operations and management of the libraries are governed by the United Nations library policy and organization (the Policy), endorsed by the General Assembly in 1949 (see A/C.5/298). The policy calls for coordination of library work in the United Nations and the specialized agencies, so far as feasible, through the exchange of information, publications and staff, through cooperative selection, indexing and cataloguing and through establishment of a union catalogue and register of research and bibliographical activities. This policy covers DHL and the UNOG Library only. The other United Nations libraries were established to support the programmes of the United Nations and the research needs of users in their respective areas of operations. The United Nations libraries thus perform a full range of, and sometimes duplicate, functions in the areas of acquisition, indexing, cataloguing and bibliographical and reference assistance to library users.

6. In compliance with the request of the General Assembly in its resolution 56/253 of 24 December 2001, the Secretary-General issued his report on the review of the United Nations libraries (A/AC.198/2004/4). The report addressed the issue of duplication of functions and showed the need to facilitate interdependency and to foster initiatives to create a dynamic, synergistic network of library services. It defined the purpose of the United Nations library services, their primary users and the relationships and roles of the libraries, including the best way to achieve their mandates.

7. The mandate of the Steering Committee includes the responsibility to discuss and agree upon policies. Working through subcommittees comprising representatives from United Nations libraries, the Steering Committee has made considerable strides in identifying and agreeing on major issues. However, the Steering Committee lacks the authority to change the United Nations library policy. In the view of Office of Internal Oversight Services, the Steering Committee should be tasked with proposing a new United Nations library policy, on the basis of its deliberations, for approval by the General Assembly. The new United Nations library policy to be developed by the Steering Committee would address the future role of the United Nations libraries in light of advanced technologies and the Internet.

8. The absence of an effective coordinative mechanism has precluded the achievement of the level of coordination envisaged by the United Nations library policy and organization. The policy does not assign responsibility for the creation and administration of the network required to ensure effective collaboration. The new policy should clearly define the members of the United Nations library system. In the view of Office of Internal Oversight Services, the libraries of the United Nations specialized agencies should also be a part of the Steering Committee, as envisaged by the original United Nations library policy and organization. The new policy should also address issues of mandate and funding of the Steering Committee. Presently, biennial funding requirements of the Steering Committee are estimated at $127,000 for, inter alia, meetings of committee members (videoconferencing), data-processing equipment and rental of broadcast facilities.

9. In the view of Office of Internal Oversight Services, the establishment of the Steering Committee in 2003, which includes all heads of the United Nations libraries referred to in the table in paragraph 1 above, represented a major step towards comprehensive implementation of the United Nations library policy and organization. The need for a more comprehensive mechanism was first indicated in 1992 by the Joint Inspection Unit in its report on cooperation and management of the libraries of the United Nations system. The Joint Inspection Unit highlighted "the necessity of creating an inter-library panel which would help develop a cooperative and effective network of United Nations system libraries".[2] Although the proposal was generally supported by the Secretariat and a majority of the specialized agencies, it was not implemented owing to a lack of commitment on the part of certain specialized agencies.

10. During the current review, DHL expressed concern that *the inclusion of the libraries of specialized agencies in the Steering Committee would be problematic since the mandates of those other organizations were considerably different. In addition, there was already an inter-agency group which was fulfilling the coordinating role for libraries of the United Nations system, the Knowledge Sharing and Information Management Inter-agency Group*. OIOS noted that the Group meets once a year and that it does not have authority similar to that of the Steering Committee. Therefore, it cannot ensure a comprehensive modernization of the United Nations libraries.

11. The Steering Committee has developed an action plan detailing the expected results of its activities. However, the action plan does not contain a timetable. Therefore, there is a risk that the Steering Committee may fail to achieve its goals as set out in the plan in a timely manner. Moreover, the Committee runs the risk of failure owing to resource constraints. In order to ensure the timely achievement of its goals, the Steering Committee needs to establish and comply with a timetable for reaching the expected results in its action plan. While the present review was in progress, the Committee on Information, at its twenty-sixth session held from 26 April to 7 May 2004, encouraged the member libraries to coordinate closely and to establish time frames for the fulfilment of the programme of work. The action plan should also include the necessary resources for its implementation.

12. *Department of Public Information management concurred with the need for a timetable and advised that in the last meeting of the Steering Committee, held in June 2004, it had been decided that a new subcommittee on strategic directions for United Nations libraries would be established.*

III. Automation of United Nations libraries

13. Automation of operations has evolved in DHL and the UNOG Library since the 1970s. DHL first automated cataloguing, indexing, acquisition and inter-library loan operations during the period 1978-1980.[3] The automated systems were operated independently of each other and functioned in a mainframe computing environment with only a few workstations. Professional staff prepared hard copy input documents and keyboarding was done by a small number of designated General Service staff. Controls over operations were manual and thus cumbersome and prone to errors. During the period 1992-1997, DHL implemented Dynix Horizon, the Integrated Library Management System (ILMS) currently in use. ILMS contains several

modules — acquisition, serials control, cataloguing and circulation control — interconnected to enhance management of library materials. In 1999, the UNOG Library implemented Endeavour Voyager, a second generation ILMS, replacing URICA, the first generation ILMS implemented from 1990 to 1992. New releases of the current systems are regularly installed, thereby ensuring the use of state-of-the-art technology in library operations and management.

14. Other United Nations libraries are lagging behind in the implementation of advanced technology. The UNON and ECLAC libraries are currently considering the acquisition of their own integrated library management systems. ECA recently purchased Dynix Horizon, a system similar to the one used by DHL since 1992. ESCWA implemented OLIB (a separate library management system) in late 2000, replacing the ISIS (Integrated Scientific Information System).[4] ECLAC, ESCAP and ICTR use different versions of CDS/ISIS (DOS and Windows). Each library uses limited functionalities of ISIS. Some libraries use only the cataloguing, authority control and online public access catalogue modules, while others use the acquisitions, serials control and circulation modules.

15. In its first report, dated 12 June 2003, the Subcommittee on Web Pages and Internet Products and Hardware/Software of the Steering Committee correctly attributed the disparities in the automation among the libraries to their size, staff, budget and mandates. In the view of Office of Internal Oversight Services, the constraints can be overcome by pursuing a clearly defined automation strategy for the United Nations libraries that encourages harmonization. Instead of each library acquiring its own system, the two largest libraries could offer their applications to the other libraries. The UNOG Library is already offering its Voyager ILMS as the backbone infrastructure to several libraries of other offices in Geneva and Vienna and thus has the appropriate expertise that could be leveraged by the Steering Committee for achieving greater harmonization of automated systems. In addition, the United Nations System Electronic Information Acquisition Consortium was used for joint purchasing of online information products and has proven that harmonization and resource-sharing can be achieved. The Consortium comprises all United Nations libraries, including those of specialized agencies. It can also be used as a model for a network that ensures harmonization of automation systems.

IV. Additional automation needed for specific operations

16. OIOS reviewed three major operations — indexing, cataloguing and reference services — which account for nearly all the professional staff allocated to DHL and the UNOG Library, with a view to determining any additional automation requirements.

A. Indexing and cataloguing

17. Integrated library management systems have helped to improve indexing and cataloguing efficiency and quality. The purpose of cataloguing and indexing is to create tools that permit users to identify and access the information available to them. The bibliographic records are organized in databases and used by the library staff and clientele. Cataloguing applies to monographs (books), periodicals, government documents, selected gifts of printed materials and selected documents

of the specialized agencies of the United Nations. Copy cataloguing is a process whereby cataloguers search the databases of other libraries and copy the bibliographic records of monographs already prepared by those libraries in order to shorten the cataloguing time. Integrated library management systems have also enhanced the shared indexing arrangements that have existed between DHL and the UNOG Library, preventing duplication of indexing efforts. When preparing bibliographies of United Nations documents, DHL simultaneously prepares summaries and annotations and extracts other pertinent data used in preparing indexes to the proceedings of the General Assembly, Security Council and Economic and Social Council, which are periodically published by DHL and used by its clientele. The integrated library management systems also permit multitasking and eliminate the need for professional indexers to prepare hardcopy input documents.

18. The above-mentioned improvements have enhanced reliability of the databases and the libraries' capacity to build large databases. In 2003, with the completion of the retrospective conversion of the old card catalogue, the UNOG Library is now offering a current catalogue covering the period from 1987 to date, the historical catalogue covering the period from 1919 to 1986 and the United Nations documents catalogue covering the period from 1979 to date. The DHL has developed a bibliographic file containing citations to United Nations documents and publications issued by United Nations bodies worldwide, covering the period from 1979 to date and the index to speeches file, containing citations to speeches made in the General Assembly, beginning with its thirty-eighth session, the Security Council, beginning with its thirty-eighth session, the Economic and Social Council, beginning in 1983, and the Trusteeship Council, beginning with its fifteenth special session. Voting records have been made available in electronic format for all resolutions which were adopted by the General Assembly, beginning with its thirty-eighth session, and the Security Council, beginning with its first year (1946).

19. Additional efficiency can be achieved by strengthening networks among the libraries. A union catalogue, the United Nations System Shared Cataloguing and Public Access System facilitates shared indexing. However, the three smaller libraries (ESCWA, ICTR and ECLAC) that responded to the OIOS survey do not participate in the network since their cataloguing systems did not comply with international standards at the time when the shared system was implemented. As a result, there is a duplication of certain functions. For example, DHL indexes ESCWA documents already indexed by the ESCWA library. OIOS also noted the existence of other networks at local levels that could be used for copy cataloguing. These include the UNOG Library's network with libraries of some of the other United Nations offices in Geneva. However, DHL and the UNOG Library prepare their own bibliographic records of documents originating from the specialized agencies.

20. Currently, indexing involves manual inputting into the databases of certain standard datasets, such as document titles, symbols and dates. At DHL, this task is assigned to staff whose duties include what is referred to as pre-indexing. A professional indexer begins to process a document after the pre-indexing is performed. OIOS observed that the pre-indexing function could be automated, but this requires the collaborative efforts of the libraries and the Department for General Assembly and Conference Management and the Official Document System (ODS) office. Presently, DHL is collaborating with the Department to standardize

document symbols in the various electronic systems (electronic Documents Registration, Information and Tracking System, or e-DRITS, ODS and United Nations Bibliographic Information System (UNBIS)) as well as to devise measures to provide titles in the six official languages in those databases. The UNOG Library also initiated contact with conference services to standardize document symbols. In the view of Office of Internal Oversight Services, the objectives of this collaboration should include the automation of the pre-indexing functions.

B. Reference and research services

21. The report of the Secretary-General on the modernization and integrated management of United Nations libraries and in-depth review of library activities (A/AC.198/2004/4) provides a comprehensive list of current and future library services. OIOS noted that since the late 1990s, DHL and the UNOG Library have employed Internet technology, providing worldwide access to their bibliographic databases. Helped by the establishment of the Steering Committee in 2003, the United Nations libraries now operate joint web pages — the most notable being the United Nations Libraries Research Gateway. Through this Gateway, a researcher can access the products and services offered by any member-library.

22. However, the extent to which advanced technology is used in delivering information services is limited by the number of documents available in electronic formats. Although the libraries have made progress in building large databases, they are still behind in the transfer to electronic formats of the catalogues and documents pre-dating automation. The conversion exercises have begun but are progressing slowly. At the current rate, these exercises will not be completed in the foreseeable future, thus limiting electronic access to documents.

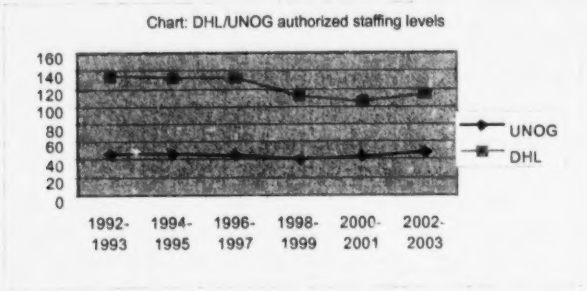
V. Assessment of staffing requirements

23. The staffing requirements for United Nations libraries, in the light of advanced technologies, are difficult to assess at this stage. Automation and the use of the Internet have resulted in some tangible gains in terms of improved delivery of library services. However, there has been no significant change in the staffing levels that could be entirely attributed to the implementation of advanced technology. An inconsistent performance management system and the fact that the libraries have not fully adapted their operations to advanced technologies and the Internet affect the efficiency of their operations. Limited career opportunities have apparently impeded higher productivity. As mentioned in paragraph 3 above, UNOG and the Department of Public Information recruited new head librarians who have indicated their desire to identify and address the challenges posed by advanced technologies in their operations. Some of the areas requiring the attention of the new management are discussed below.

A. Changes in staffing levels since automation

24. The staffing levels of DHL have changed since the implementation of advanced technology in library operation (see chart). However, there is no clear link between the use of advanced technology and the changes in the staffing levels. The

number of authorized posts at DHL dropped by 26, from 132 during the period 1992-1997 to 106 in 2000-2001.



25. DHL could not provide evidence of the impact of the introduction of its integrated library management system, the final phase of which was completed in the biennium 1994-1995. After the 26 posts were abolished, six additional posts were transferred from DHL with the Cartographic Section and three more posts were redeployed to other parts of the Department of Public Information. In November 2001, the United Nations Yearbook Section, which consists of 11 posts, was attached administratively to DHL. *DHL explained that the implementation of an automated library management system provided clear gains for access to information in the DHL collections. However, it did not have a significant impact on staffing levels. Automation was the first phase of change for DHL which, under new management, was more focused on developing its methods, activities and services beyond the traditional library setting. That would assist the Organization to manage its information more effectively and to coordinate knowledge-sharing initiatives.*

26. Following the implementation of the current system in 1999, the staffing level of the UNOG Library has increased slightly since 1998-1999, owing mainly to the addition of the archival and microfiche functions. OIOS noted that the UNOG Library first implemented an integrated library management system and streamlined its operations in the early 1970s (see para. 13 above). However, there is no clear evidence indicating that these actions resulted in staff reductions.

27. In the opinion of Office of Internal Oversight Services, the absence of correlation between automation of the library processes and staffing resources resulted from insufficient planning. The plans to introduce the automated processes should have contained clear indicators of how the automation would affect the resource allocation and the level and quality of services to library clients. Had this been the case, the introduction of the new automated systems could easily be linked to the increased efficiency of the library operations.

B. Productivity assessment

28. OIOS analysed productivity statistics relating to three major library operations — indexing, cataloguing and reference services. The results of the analyses showed disparities in productivity levels between DHL and the UNOG Library. These disparities indicate certain weaknesses in performance management.

There is a need for common workload and productivity standards/goals in the major areas of the libraries' operation, e.g. reference and research assistance, indexing, cataloguing, binding, shelving, circulation control, microfiche and digitization. Both libraries maintained similar productivity goals for indexing operations only. However, the libraries did not use them for performance monitoring because, as some managers believe, these goals did not take into consideration the true complexities of indexing. At DHL, preparation of the index to proceedings was mentioned as one dimension that is not properly captured by the current indexing goals.

29. Both libraries spent a significant amount of resources accumulating workload statistics. However, the data was not analysed and the resulting performance reports were not used for resource allocation decisions. In some instances, the data collected did not facilitate measuring performance and workloads. In the opinion of Office of Internal Oversight Services, workload data needs to be clearly defined relative to specific productivity standards, appropriate systems should be implemented for accumulating and analysing productivity data, and performance reports should be developed to support resource allocation decisions.

C. Transfer of older documents to electronic formats

30. Both DHL and the UNOG Library need to identify accurately the costs and benefits of implementing library automation systems and electronic dissemination of information. The benefits in terms of improved operations have been realized incrementally. However, the net gains of implementing the advanced technology may dissipate because some of the costs, which are incidental to the new automation systems, have not been taken into account from the outset. The costs that are incidental to the implementation of the new system relate to the transfer of documents predating automation to electronic formats. Currently, DHL uses more than 10 full-time-equivalent staff in the areas of digitization, retrospective conversion of the old card catalogues and indexing of pre-1979 documents. In 2003, the UNOG Library completed the retrospective conversion of its old card catalogues using outsourcing arrangements and is now considering the acquisition of its own digital equipment and developing the expertise to digitize its share of older documents.

31. *DHL concurred that the conversion of retrospective materials, digitization and retrospective indexing should be treated as special projects. Retrospective conversion for non-United Nations materials should be tied to an inventory of the collection. The UNOG Library commented that even with the development of digital preservation, the amount of print documentation and paper archives would require adequate storage space with appropriate security arrangements and sufficient access facilities for the library users.*

32. The transfer of the old catalogues and documents to electronic formats can be expedited through more robust project management. The full extent of the tasks needs to be accurately determined, a timetable and a strategy for completing the tasks formulated and the amount of resources determined and mobilized. As mentioned, the UNOG Library outsourced its retrospective conversion of the old card catalogues and completed this task in 2003. However, DHL is still behind in this task owing to the integration of the conversion exercise into its routine

operations. OIOS is of the view that the transfer of older documents into electronic formats should be treated as a special project, separate from the routine operation of the libraries, involving collaboration and resource-sharing among the United Nations libraries. DHL explained that *while it would be advantageous to complete the conversion of old records, it was perhaps even more important to focus on the use of robust search engines and the merging of bibliographic and non-bibliographic information throughout the Secretariat.*

D. Staff development opportunities

33. The use of modern technology in library operations requires skilled and motivated staff. Both DHL and the UNOG Library have skilled personnel who are capable of using advanced technology in performing their work. While both libraries recognize the need for continuous training as an important factor in developing skills and are addressing this need, the lack of promotion and career development opportunities remains a challenge that has not been addressed. Staff in both libraries are not motivated owing to the lack of mobility and limited opportunities for career advancement. The average time spent at Professional levels — P-2 and P-3 — is 10 years. Staff turnover in certain functions of the libraries is high. At DHL, new recruits (generally from the pool of national competitive examination candidates) tend to leave the library after two years in accordance with the mandatory reassignment programme. The United Nations library policy and organization encourages exchanges of staff among the United Nations libraries. However, this has not been realized because of the absence of an effective collaboration mechanism. Lack of mobility and limited opportunities for career advancement are major obstacles to staff motivation and higher productivity.

34. OIOS noted that DPI had introduced a new policy on mobility in accordance with the Secretary-General's reform of human resources management of the United Nations. In addition, *DHL explained that with the introduction of new structures and working methods, using team and project-based approaches, as well as the move towards more collaboration within the Secretariat, it was expected that the staffing situation would improve.*

VI. Conclusions and recommendations

35. The functioning of the Steering Committee can be made more effective, thereby strengthening cooperation among United Nations libraries. The Committee's effectiveness would be further enhanced with the assignment of an additional mandate to develop a new United Nations library policy and with the inclusion of the specialized agencies in its framework.

36. The extent to which advanced technology is used in the delivery of information services is limited by the number of documents available in electronic formats. The transfer of the old catalogues and documents to electronic formats can be expedited through more robust project management. The full extent of these tasks needs to be accurately determined and a timetable and strategy for completing them formulated. The amount of resources also needs to be determined and mobilized.

37. The benefits of automation in the United Nations libraries could be made more visible through the development of a concrete and comprehensive automation strategy, which would identify specific goals in terms of improved services and the level of resources required. Under their new management, DHL and the UNOG Library are considering new strategies for delivering information services. To support these new strategies, the assessment of library resource requirements should be based on realistic workload indicators for major library functions.

Recommendation 1

38. To ensure sustained and effective collaboration among the libraries, the Steering Committee should develop and propose a new United Nations library policy for approval by the General Assembly. The new policy should address, inter alia, the future role of the United Nations libraries in light of advanced technologies and the Internet and seek to clarify the mandate of the Steering Committee and its funding sources. The libraries of the United Nations specialized agencies should be invited to participate in the Steering Committee in order to achieve the most comprehensive cooperation among libraries (AN2004/58/02/01).[5]

Recommendation 2

39. When developing the United Nations library policy, the Steering Committee should: (i) address the issue of further harmonizing and collaborating on the use of technology and the Internet in all United Nations libraries; and (ii) establish a timetable for each action in its work plan and ensure compliance with deadlines (AN2004/58/02/02).

Recommendation 3

40. The DHL and the UNOG Library should develop and introduce common productivity standards in all major areas of their operations and maintain an appropriate mechanism to assess actual performance against established standards. As part of this process, consideration should be given to reviewing the new performance indicators for the strategic framework (2006-2007) developed by UNOG (AN2004/58/02/03).

Recommendation 4

41. DHL and the UNOG Library should treat the transfer of older documents to electronic format as a special project, which would involve resource-sharing. The project should include digitization, retrospective conversion of the old card catalogues and indexing of pre-1979 United Nations documents. The full extent of the tasks should be accurately determined, a strategy and a timetable for completing the tasks formulated and the amount of resources determined and mobilized (AN2004/58/02/04).

42. *The Department of Public Information and the United Nations Office at Geneva concurred with the OIOS recommendations.*

(*Signed*) Dileep **Nair**
Under-Secretary-General for Internal Oversight Services

Notes

[1] For the purposes of the review, United Nations libraries include the Dag Hammarskjöld Library (DHL), the Library of the United Nations Office at Geneva (UNOG), the Library of the United Nations Office at Nairobi (UNON), the libraries of the Economic Commission for Latin America and the Caribbean, in Santiago (ECLAC), the Economic and Social Commission for Western Asia, in Beirut (ESCWA), the Economic Commission for Africa, in Addis Ababa (ECA), the Economic and Social Commission for Asia and the Pacific, in Bangkok (ESCAP) and the Library of the International Criminal Tribunal for Rwanda (ICTR). The review did not include the libraries of the United Nations information centres, which, organizationally, are not part of DHL and its parent Outreach Division of the Department of Public Information.

[2] JIU/REP/92/5, para. 140.

[3] Ibid., paras. 27 and 28.

[4] ISIS was developed by the United Nations Educational, Scientific and Cultural Organization more than 25 years ago.

[5] The symbols in parentheses in this section refer to an internal code used by OIOS for recording recommendations.